

## LEADERSHIP STYLES AND DECISION MAKING SUCCESS IN TELECOMMUNICATION FIRMS, SOUTH SOUTH, NIGERIA.

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### ABSTRACT

This study examined the relationship between Leadership styles and Decision making Success in telecommunication firms in South South, Nigeria. The study adopted the Cross-sectional research survey design. The population of the study was 6 telecommunication firms in South-South, Nigeria. Census study was adopted because the population of study was not large. Questionnaires were the major instruments used in gathering primary data. Hypotheses were tested using the Spearman Rank Order Correlation and results presented in tables, mean and standard deviation. Finally, the study findings provide substantial evidence of a significant positive relationship between leadership styles and Decision Making Success within telecommunication firms operating in the South-South region of Nigeria. The study recommends management of telecommunication firms should adopt a leadership style that involves employees in decision making processes because the resultant effect includes: Employee dedication, and excellent organisational team.

**Key words: Leadership, Decision Making Success, patronage.**

### INTRODUCTION

Organization people do not work in isolation but need to be guided and inspired, and an important asset that helps to organize, induce inspiration and motivation is the Leadership There is no consensus on definition of leadership among scholars. Definitions vary in terms of emphasis on leader abilities, personality traits, influence relationships, cognitive versus emotional orientation, individual versus group orientation and appeal to self versus collective interests (Bass, 1990a, Yukl, 1994). Kemal (2015), is of the view that leadership ability brings valuable assets to an organization thus improve growth and revenue. This is why organizations around the world spend billions of dollars on the subject of leadership training and development. This concept is so important that organizations designs costly seminars to teach executives, managers and even other members how to become better leaders (Robbins, Coulter, 2009).

Scholars do not have a definite definition for leadership (Lopez 2015), however, several scholars have given their definitions to it. Algahtani (2014) defined leadership as the process of influencing a group of individuals to obtain a definite goal; to develop a vision. The author further talked about leadership as a trait, as each leader bring about his/her own qualities such as confidence, decisiveness, authenticity, etc. Leaders build enthusiasm amongst employees to follow their visions, to reach long go terms and they take risks to achieve institutional goals and also challenge the existing status quo (Algahtani 2014). Bush (2007) purport that leadership is an act of influencing others action in achieving desirable ends. The author further said that a leader is that person, who shapes the goals, motivations and actions of others. Virgil (2012) opined that

leadership is the capacity of a leader to influence some persons and groups, directing their efforts in completing organizational.

Kemal (2015), further defined leadership as a method whereby an individual influences a team to achieve a common goal. Therefore, leadership does not exist without influence. In order for a manager to lead rightly, he must communicate the organization's mission and express it in ways that inspire others to attain it. Leadership is an effective medium through which an individual influences the thoughts, attitudes, and behaviors of others. Leaders set a direction for the team; they help people see what lies ahead; they assist staff to visualize what they might achieve; they encourage and inspire the society. In an organization, we all see things from different perspectives and lean toward different solutions., therefore without leadership, a group of human beings quickly degenerates into argument and conflict, also, Leadership helps to point us in the same direction and harness our efforts jointly.

Mills (2005) purport that leadership is the ability to get other people to do something significant that they might not otherwise do. It is energizing people toward a goal. n. According to Ray (2021) A real leader makes difficult decisions promptly that is rationally consistent with the business priorities and core beliefs of the company or department. Moreover, effective leader converses a justification for the decision. Leadership is also seen as ability because the leader must be able to do certain things others might not feel comfortable doing. It is also seen as a skill because the leader must be competent to carry on a task from beginning to the end. Leadership is also seen as a behavior; mainly because it predicts the attitude of the leader when facing a given situation.

Traditionally, Leaders rule by issuing instructions and order which employees are expected to comply. Inspirational leaders which also mean transformational leaders influence their subordinates to do more than they were originally expected to do thereby they subtly give them room to self actualize. Armstrong (2001) has described four main characteristics of a transformational leader and they are: Ethical behaviours, sharing of visions and goals, improving performance through charismatic leadership and leading by example. Maughan, (2009) posits that Leaders, who are thus able to inspire and innovate, experience a workforce that is both positive and enthusiastic about their work and makes a tremendous difference to the atmosphere, the quality of work and level of productivity. Therefore, Achieving success in the organization, means working with people, encouraging them and continually refining their performance. Always employees beheld their leaders for motivation, direction and acknowledgement. In the competitive environment, leadership is expected to bring about alterations in the status-quo in order to attain a transformed and vigorous organisation. Effectively this means when leaders share the vision and goals with subordinates and encourage them to participate in them as a team: the outcome is a bond that brings out the best from everyone. Similarly, Serkan (2009) is of the view that the resultant effect of involving employees in decision making processes does not only it brings about an all-round growth for the individual, but also for the team and the organization. Danilda and Thorslund, (2011) believes that involving employees in decision making processes help meet the needs and expectations of the customers and to create and sustain a competitive advantage within the global economy in which organizations are competing in today.

### **Problem**

Telecommunication environment is changing all the time and its becoming more demanding. Management are always making choices and decisions in a complex and uncertain environment,

hence, they must react fast to issues like internal control breaches, fraudulent practices and irregularities in administrative process which are affecting decision making success.

### Purpose

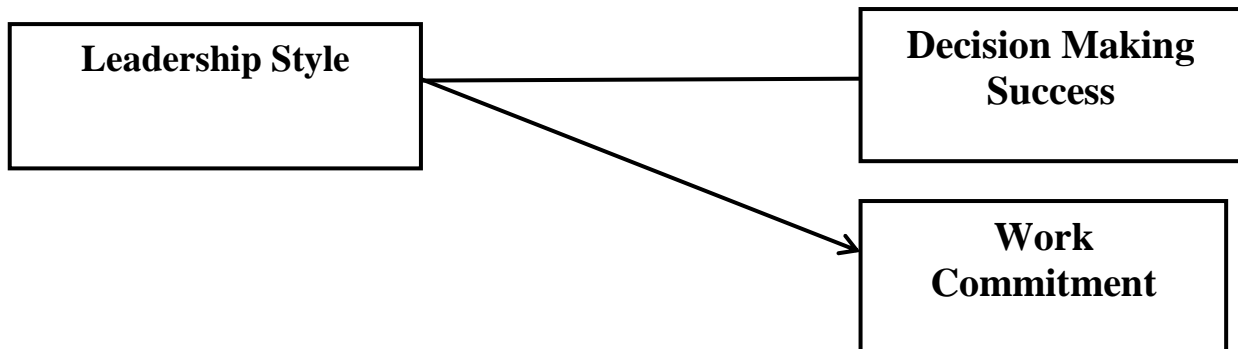
The purpose of this study was to examine how Leadership styles relates to Decision Making Success in Telecommunication firms.

### Question

1. How does Organizational Control System influence Decision Making Success in telecommunication firm, South south, Nigeria?

### Hypothesis

H<sub>01</sub>: There is no significant relationship between Leadership style and work commitment in telecommunication firm, South south, Nigeria.



**source:** Researcher's conceptualization from the review of related literature, 2023.

## LITERATURE REVIEW

### Leadership styles and how it affects Decision Making

Leadership style is crucial in attracting and cultivating talent, improving internal audit effectiveness, and delivering value to the organisation (Hoos 2015). To define a leader's style, terms like "transformational," "transactional," and "laissez-faire" are widely employed (Bass, 1999). Rewarding followers for achieving expectations is a common tactic used by transactional leaders whereas inspiring and intellectually urging followers to act for the greater good is used by transformative leaders (Bass, 1999). Employee dedication, excellent organisational, team, and individual performance are all important predictors of transformational leadership results (Casida & Parker, 2011).

A decent pioneer will utilize an assortment of styles of initiative as per the circumstance while awful pioneers tend to fall into only one style. By and by, most pioneers use both undertaking focused and individuals arranged styles of administration. Following are the styles of leadership one adopts. People as a leader adopt different styles for different kind of jobs according to the circumstances. The styles are briefly described below:

**Autocratic Leadership (The Boss)**

According to Ardichvili and Kuchenke (2010) and Egwunyenga (2010), an autocratic leader never allows staff decisions, and the leader is usually very far from staff. It is a leadership that is imposed on an organization and it is sometimes referred to as coercive leadership (Baughman, 2008). Decision making is done by autocratic leaders; however, inputs from staff may be sought in the process, but hardly taken into consideration. This is because they are benevolent autocrats. Unequivocal initiative is the place choices are taken rapidly and halfway by one individual. Choices seem to be directions for others to accomplish a general point. Basic in the military, dictatorial initiative conveys commands and the group believing the pioneer without inquiry. Practically zero interviews happen with the group with this style. Leaders like this can achieve results quickly. In exploration done on this gatherings, individuals were observed to be most beneficial under despotic, however there are some negative perspectives too, if the pioneer gets absent work ceased. Group doesn't pick up from innovativeness and information of individuals, so benefits of collaboration are lost. Staff 2 can't enhance their employment fulfillment and might hate the way they are dealt with prompting high absenteeism and staff turnover.

Serious limitations are there but still much used. Autocratic leadership style opined Maqsood, Bilal and Baig (2013) is known for individual control over all decisions and little input from staff. Typically autocratic leaderships make choices based on their own ideas and judgments and rarely accept advice from followers. Autocratic leadership employs absolute, authoritarian control over staff. Some features of autocratic leadership as observed by Leadership Styles (2015) include little or no input from group members; leaders make the decisions; group leaders dictate all the work methods; group members are rarely trusted with decisions or important tasks. Autocratic leadership could be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Nothing meaningful can be effectively achieved when a certain type of leadership style is used.

**Democratic Leadership (All-Inclusive)**

Democratic leadership style focuses more on people and there is greater interaction within the group. The leadership functions are shared with members of the group and the leader is more part of the team. This style of authority depends on the group been counseled and their feelings being esteemed. The pioneer might ask for information from colleagues as he/she regards their specialized ability, and obliges it to settle on the most ideal choice. Fair administration can be a test when there are solid identities in the gathering. Here the pioneer needs to make it clear they will take a definitive choice. All things considered, this authority style is comprehensive in its inclination and in that capacity, destined to bring the group through testing times, as the greater part will have concurred the game-plan. Participative alternately democratic leaders decentralize power. It's characterized after consulting with the subordinates and their investment in the plan from claiming arrangements and policies. The leader urges cooperation in choice making. He heads those subordinates mostly through influence and example rather than opposed fear and force. At times those leaders serve as a mediator of the plans and suggestions from his group. The principles of democratic leadership is friendliness, helpfulness, and the encouragement of participation, benevolent, and believing in people.

**Laissez-faire Leadership**

According to Eagly, Johannesen, Engen, (2003), Laissez-faire is another leadership style, which is derived from the French term that means "to let it do". This initiative style is frequently connected when the group is extremely fit, very much inspired and composed. Less impedance

and decreased direct guideline is ordinary with this initiative style. However this ought not to be confused for the pioneer showing an absence of hobby. Depending on great collaboration, exceptionally motivational and helpful inventive thoughts are produced.

In most management and leadership styles, employee participation is of paramount importance. The laissez-faire style is considered to be at the extreme end of the democratic-style spectrum. . Laissez-faire leaders delegate decision-making powers to followers. This process creates good learning opportunities for followers. The style becomes more effective when employees are highly skilled and motivated, which is when it helps employees thrive at work.

### **Concept Of Decision Making Success**

Decision-making is an indispensable part of life. Innumerable decisions are taken by human beings in day-to-day life. In business undertakings, decisions are taken at every step. All managerial functions viz., planning, organizing, staffing, directing, coordinating and controlling are carried out through decisions. Decision-making is thus the core of managerial activities in an organisation. Decision making is one of the most basic yet significant management skills for all of us to have. And it can differ from person to person. Making decisions that are based on careful analysis of numerous circumstances especially in a timely manner is critical. Therefore, it shouldn't be procrastinated or taken in haste. Decision-making occupies key position in telecommunication companies, it is often the difference between a successful organization and a less than successful one. On daily basis, executives and leaders make multiplicity of decisions involving the exchange of information, data review, generation of new ideas, evaluation of alternative courses of action and implementation of policies. The ability of the decision maker to choose the best option that is capable of achieving the set objective or solving the problem demands structured decision guidelines.

Edward (2014) defined Decision-making is the process whereby an individual, group or organization reaches conclusions about what future actions to pursue given a set of objectives and limits on available resources. It was further stated that decision making process will be often iterative, involving issue-framing, intelligence-gathering, coming to conclusions and learning from experience. According to Drucker (2006) in his book "Practice of Management," observes "Whatever a manager does, he does through making decision." True, the job of management involves the making of innumerable decisions. That is why many persons think that management is decision-making. It is a solution selected after examining several alternatives chosen because the decider foresees that the course of action he selects will do more than the others to further his goals and will be accompanied by the fewest possible objectionable consequences.

The ability of the decision maker to choose the best option that is capable of achieving the set objective or solving the problem demands structured decision guidelines. These guidelines put together are referred to as decision-making strategies. Decision is a choice whereby a person comes to a conclusion about given circumstances/ situation. It represents a course of behaviour or action about what one is expected to do or not to do. Decision- making may, therefore, be defined as a selection of one course of action from two or more alternative courses of action. Thus, it involves a choice-making activity and the choice determines our action or inaction.

### **Concept of Work Commitment**

Organizational commitment is the individual's mental connection to the organization. The premise behind huge numbers of these studies was to discover approaches to enhance how specialists feel about their works so that these laborers would turn out to be more dedicated to their organization. Organizational commitment predicts work variables, for example, turnover, hierarchical citizenship conduct, and employment execution. Organizational commitment is t is the individual's mental connection to the organization. The premise behind huge numbers of these studies was to discover approaches to enhance how specialists feel about their works so that these laborers would turn out to be more dedicated to their organization. Organizational commitment predicts work variables, for example, turnover, hierarchical citizenship conduct, and employment execution.

Work commitments can include tasks, projects, meetings, deadlines, and any other responsibilities that are part of your job or career. It involves fulfilling the tasks and responsibilities assigned to them, meeting deadlines, and consistently putting in effort to achieve the goals of their organization or employer. Work commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has toward the goals, mission, and vision of the organization he/she is associated with. High levels of employee satisfaction in an organization are related to work commitment and engagement in the organization. According to Katzenbach (2000), Commitment is the differentiating factor between top performing companies and those of average performance.

Employees should be allowed to participate freely in the discussions, important decisions related to employees, and important contributions they can make towards the organization. When an organization keeps employees informed, they feel valued and trustworthy. It increases their sense of belonging and, in turn, increases their commitment to work. It can identify areas where management practices, policies, or organizational culture may be undermining or enhancing work commitment. By uncovering these factors, the administrative audit can provide valuable insights and recommendations to improve work commitment and foster a more engaged and committed workforce. Work commitment can be assessed through administrative audit, and the findings of administrative audit can provide insights into factors influencing work commitment.

### **METHODOLOGY**

The type of design the researcher used here is the cross sectional survey method which eased the collection of data. The accessible population of the study consists of the Regional managers and Administrative officers of six telecommunication firms, South South, Nigeria namely – MTN, 9Mobile, GLOBACOM, AIRTEL, SMILE and NTEL. This sample represents 100% of the population. The data collected were tabulated and itemized according to the responses in the questionnaire. The researcher adopted the simple percentage method in the description of the sample characteristics as obtained from the questionnaire. While for the tests of hypotheses, the spearman rank order correlation statistical tool were utilized.

### **ANALYSIS**

Descriptive statistics is used to analyse the mean and standard deviation of the data collected. This showed to what extent the respondents rate the various questions asked. Analysis of data

enable the research to make summary of the various questions which will be used for the test of hypotheses.

**Table 1 Questionnaire Distribution and Retrieval**

S/No.	Name of Organization	Questionnaire Administered	No. of Questionnaire Retrieved	Not Retrieved	Discard Copies	Usable Copies	Percentage %
1.	AIRTEL	2	2	0	0	2	16.7
2.	GLO	2	2	0	0	2	16.7
3.	9MOBILE	2	1	1	0	1	8.3
4.	MTN	2	2	0	0	2	16.7
5.	SMILE	2	2	0	0	2	16.7
6.	NTEL	2	1	1	0	1	8.3
Total		12	10	2	0	10	83.4%

*Source: Research survey, 2023*

Table 1 is the details of distribution and retrieval of the study questionnaire from the study respondents. It is observed that 12 copies of questionnaire were administered to respondents. 10 copies of questionnaire were returned. 2 copies of questionnaire were not returned. However, 0 copies of questionnaire were not usable while 10 copies of questionnaire were correctly filled and thus suitable for data analysis.

**Table 2 Rate of respond on Leadership**

	N	Min.	Max.	Mean	Std. Deviation
Employees are involved in the decision making process.	10	1.0	5.0	3.500	1.3540
Employees are Closely monitored and controlled by leadership.	10	1.0	5.0	3.400	1.2649
Leadership3	10	2.0	5.0	3.500	.9718
Valid N (listwise)	10				

*Source: Research survey, 2023*

Table 2 shows the descriptive statistics for leadership styles. It shows that all the items have a high mean score above 3.0 and also a good standard deviation, It also reflects the sample size of ten (10) and a minimum entry of 1 as well as a maximum entry of 5. The high mean score above 3.0 indicates that telecommunications and PTO operators companies in South-South State are involved in the practice of control system to a great degree. More so, from the table, among the three (3) question items used to measure the variable it can be seen that questions one (1) and three(3) has the highest mean scores of 3.500. This means that have the strongest influence on the variable.

**Table 3. Respond rate on work commitment**

	N	Min.	Max.	Mean	Std. Deviation
High levels of employee satisfaction in an organization are related to work commitment and engagement in the organization.	10	1.0	5.0	3.400	1.3499
So much satisfaction is derived from my job.	10	1.0	5.0	3.300	1.4181
Am Committed to my job	10	1.0	5.0	3.400	1.3499
Valid N (listwise)	10				

*Source: Research survey, 2023*

Table 3 shows the descriptive statistics for work commitment. It shows that all the items have a high mean score above 3.0 and also a good standard deviation, It also reflects the sample size of ten (10) and a minimum entry of 1 as well as a maximum entry of 5. The high mean score above 3.0 indicates that telecommunications and PTO operators companies in South-South State are involved in the practice of work commitment to a great degree. More so, from the table, among the three (3) question items used to measure the variable it can be seen that questions one (1) and three(3) has the highest mean scores of 3.400. This means that have the strongest influence on the variable.

**Table 4 Relationship between Leadership and Work Commitment**

			Leadership	Work Commitment
Spearman's rho	Leadership	Correlation Coefficient	1.000	.677*
		Sig. (2-tailed)	.	.031
		N	10	10
	Work Commitment	Correlation Coefficient	.677*	1.000
		Sig. (2-tailed)	.031	.
		N	10	10

\*. Correlation is significant at the 0.05 level (2-tailed).

*Source: Research survey, 2023*

Table 4 above reveals Spearman's rank correlation coefficient ( $r$ ) = 0.677\*\* for leadership on work commitment with probability value of 0.000(**sig<0.05**). this indicates that leadership has a strong positive and significant relationship with work commitment of telecommunications companies in South-South State. Therefore, we reject the null hypothesis and accept the alternate hypothesis which state that leadership has a strong positive and significant relationships with work commitment.

### CONCLUSION

Based on the study findings, the study provides substantial evidence of a significant relationship between leadership styles and decision making success in telecommunication firms, South-South, Nigeria. The study underscores the importance of leadership in attracting and cultivating talent, improving internal audit effectiveness, and delivering value to the organization.



### RECOMMENDATION

Management of telecommunication firms should adopt a leadership style that involves employees in decision making processes because the resultant effect includes: Employee dedication, and excellent organisational team.

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